

# WARRIOR LEADER

Volume 7, Number 1

National Advanced Leadership

Camp, Fort Lewis, Wash.

July 2, 2003

## Learning to Lead

Country's cadets come to camp and practice primary principles

### National Advanced Leadership Camp Public Affairs Release

This summer, more than 5,400 Army ROTC cadets, most of whom are juniors in colleges from across the nation, are coming to the Pacific Northwest between June 5 and Aug. 14 to attend the annual National Advanced Leadership Camp.

About 400 cadets have been arriving every three days to form the 14 training regiments at the U.S. Army's only ROTC National Advanced Leadership Camp (NALC), held annually at Fort Lewis, Wash., since 1997. Additionally, more than 800 officer candidates, belonging to Army National Guard units from states all over the country, will come to the camp to complete the third phase of their officer-candidate training. Additionally, a number of British cadets from the Universities of London and Cambridge will conduct concurrent training at the camp.

The cadets participate in a rigorous, 32-day leadership-development course - a requirement for all ROTC cadets to become officers in the U.S. Army - expecting to show off their leadership strengths and learn where they can hone their skills. At camp completion, the cadets return to their campuses to prepare next year's cadets for NALC 2004 and to complete their final year on campus before accepting commissions as second lieutenants. Some, who have already completed their academic requirements, will be commissioned at the

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Welcome to the 2003 National Advanced Leadership Camp (NALC)! This promises to be a record-breaking year for the total number of cadets training at Fort Lewis and the number of end-of camp commissionees. Unique circumstances, such as major wartime troop deployments of Fort Lewis-based soldiers and continued maturing of the Army's two Stryker brigades stationed here, have also triggered a major increase in Reserve Component NALC support.

A highly effective mix of Army National Guard and U.S. Army Reserve soldiers under the flag of Task Force 2-222 provide a potent force to supplant two-thirds of the normal 1,200 active duty I Corps troops who play a vital role in NALC's daily operations. Task Force 2-222 is a composite force built around 2/222 Field Artillery Battalion from the Utah Army National Guard and capably augmented by two USAR chemical companies, 377th Chem. Co and 704th Chem. Co, the 801st (-) Combat Support Hospital (USAR) and the 106th Engineer Quarry Team (WI ARNG).

This outfit is a blend of units individually mobilized for Operation Iraqi Freedom and now teamed together to play an absolutely essential role in many of NALC's daily events including Fire Support Training, NBC defense committee, Regimental Host Units,



Col. Daniel S. Challis

field medical support, Squad and Patrolling STX lanes and F-17 Training support warehouse operations. There is no better example of the one Army philosophy at work than these great soldiers who are enthusiastically and skillfully making NALC 2003 a reality 24/7.

To the nearly 5,400 who come here from all over the nation, a special welcome. I challenge you to hone your leadership and tactical skills during your 32 days here, forge friendships that often last entire military careers and get a taste of the fast-moving exceptionally competent Army that has no equal in the world. Teamwork, motivation, and an intense desire to learn will make your NALC experience memorable and meaningful. We wish you the very best.

*Ruck up and move out!*

Greetings. Cadet training on much of North Fort Lewis has started in earnest again at the National Advanced Leadership Camp. As in past years, the camp cadre has begun the process of evaluating this year's cadets; cadre members are looking at individual cadet performance, as well as sensing and keeping track of trends throughout the 14 regiments. Attitude plays a crucial role in executing a successful camp performance.

Performance is significantly up this year. Several indicators have already set the course for what promises to be a great summer. This is a testament to cadets being better prepared to come to camp than in past years. It is also a tribute to campus cadres across Cadet Command who have taken the right steps to help set the cadets on the path for success at NALC.

One of the key events that every cadet must successfully negotiate at NALC includes the Army Physical Fitness Test. Cadet James Kopecki, a 5th Regiment cadet from Texas A&M, correctly performed 136 repetitions in the male push-up event,



**Command Sgt. Maj. Lewis Ferguson** shattering the old camp record by 15 repetitions. Several other APFT event camp records have come close to being broken, further underscoring my point that performance is up. On the whole, cadets are showing they can step up to the challenges placed for them at NALC.

We have more than half of the regiments on the ground now, and much is left to complete camp. I encourage you to do your very best while here at Fort Lewis. Work not only for your own success, but for that of your fellow cadets as well. I'll look forward to seeing you throughout the training and finally on Watkins Field for graduation. **Good Luck!**

# The courage to keep faith

By Chap. (Lt. Col.) Norm Wear  
9th Regiment

During World War I a young Army major spoke the following words to a group of soldiers who were new to the front and had never experienced battle. "Courage . . . is that firmness of spirit, that moral backbone, which, while fully appreciating the danger involved, nevertheless goes on with the undertaking. Bravery is physical, courage is mental and moral. You may be cold all over, your hands may tremble, your legs may quake, your knees may be ready to give way – that is fear. If, nevertheless, you go forward, if in spite of this physical defec-tion you continue . . . against the enemy, you have courage. The physical manifestations of fear will pass away. You may never experience them but once."

(Maj. C.A. Bach: "Know Your Men –Know Your Business – Know Yourself," Address to New Of-

icers, 1917)  
Often when we think of courage, the images that spring to mind are those of overcoming fear in the face of physical danger. We think of the soldier who is awarded the Medal of Honor or the Silver Star after having charged up the hill in the face of enemy fire or the firefighter who enters the burning building to rescue the child.  
These are courageous acts, and the Army does indeed value them. They are, however, fairly rare occurrences in life. The Army also lifts up personal courage to do the right thing, the moral thing, even when others do not. This, too, is important.  
However, physical and moral courage are not the only varieties of courage required for Army service. There is another sort I call the courage to keep believing. – faithful courage. It may be required far more frequently than the varieties of courage noted above.  
For example, it is when you fear that your leaders

have forgotten you, or even worse, don't give a darn about you, that faithful courage enables you to continue to serve your nation. It is when the huge institution of the Army grinds ahead in seeming stupidity that faithful courage is called upon to continue to act in obedience and faithfulness. It is when you fear that you are an insignificant blip on the screen of life that personal courage fuels your next step. Faithful courage calls you to rise above the imperfections inherent in any large institution and be true to its core values.  
It's not for nothing that the Army values this quality. For it takes this sort of courage to continue to believe in the grander mission; to support and defend the Constitution, the land and the people of America. It takes courage to continue to embrace the institutional values of the Army when the Army itself seems to act counter to them. Faithful courage, exercised daily, will lead you to honor. It will sharpen you for the day when physical and moral courage are required.

# RACs give cadets a passion for pride

By 2nd Lt. Samantha Schoden

Cadets at NALC feel a new sense of pride beginning on the fifth day of their camp life. Having successfully completed the APFT and having overcome the challenge of Water Safety, they wait on the parade field, at parade rest, not realizing the impact the next few minutes will have. As they come to attention and yell out their new regiment's motto, however, they feel a pride they have never experienced before.

They have now joined the ranks of the bravest soldiers. Under the Regimental Affiliation Program, they are entrusted with the privilege to carry the names of the Army's honored regiments that are known as the Strikers, Dragoons, Brave Rifles, Sykes' Regulars, Bobcats, The Regulars, Garry Owen, Automatic, Manchu, Tomahawks, Black



Every company and platoon already proudly carries a guidon reflecting its new regiment's heraldry and traditions.




2nd Lt. Samantha Schoden

The Color Guard prepares to move forward and receive the new regiment's flag and battle streamers. The fifth cadet to the right wears an empty flag carrier in preparation for receiving the historic banner.

Horse, Men of War, Victory or Death, and Hamilton's Own.

Unfurling of the regimental colors represents the pride and honor the cadets will share with their adopted regiment. They will learn to revere the flag, not out of obligation, but out of the deep heritage it represents. Throughout their time at camp cadets will understand the glorious accomplishments

and selfless sacrifices made by their predecessors.

Regimental activation truly exemplifies esprit de corps at its finest level. If cadets need to remember why they should be proud, they can look to their regimental flag and its storied past. It will be a constant reminder of the enormous impact their future Army career can possibly hold. 

## "NALC," from Page 1

NALC graduation ceremony.

Army ROTC's National Advanced Leadership Camp is the single most important training event for Army ROTC cadets or National Guard officer candidates. The camp incorporates a wide range of subjects designed to develop and evaluate leadership ability. The challenges are rigorous and demanding, both mentally and physically, and test intelligence, common sense, ingenuity and stamina. These challenges provide a new perspective on an individual's ability to perform exacting tasks and to make difficult decisions in demanding situations.

The camp places each cadet and officer candidate in a variety of leadership positions, many of which simulate stressful combat situations. Platoon training officers and noncommissioned officers evaluated cadets with a critical eye, ensuring the future Army leadership is prepared to assume command of America's sons and daughters. In addition to proving their leadership ability, cadets and officer candidates must meet established standards in physical fitness, weapons training, communication and combat patrols. They also need to demonstrate their

ability in a number of military skills.


Training at NALC progresses from individual to collective skills. Cadre members first evaluate the cadets' physical endurance by giving them the Army Physical Fitness Test. Confidence training helps cadets overcome fear and tests their physical courage with rappelling, water safety training, one-rope-bridge construction and a very challenging obstacle course. The cadets then put their leadership skills on display at the Field Leadership Reaction Course, which is designed to build teamwork and evaluate leadership.

Other training includes learning to fire the M-16 rifle and the Army's primary machine guns, conducting land navigation and calling for and adjusting artillery-fire support. Cadets also throw live hand grenades and learn to survive and perform tasks in a biologically- or chemically-contaminated environment. The collective training includes squad-level situational training exercises and patrolling lanes. Both lane-training committees focus on developing cadets' leadership in stressful, fluid environments.

Day 32 is the culmination of training, as ca-

dets assemble on Watkins Field, the main parade ground at Fort Lewis, deactivate their regiments and fold the regimental colors, then march in their graduation ceremony. The 1st Regiment of cadets graduates July 8, while the 14th Regiment graduates on Aug. 14. The following day, the first OCS officer-candidates also complete their training, with commissioning ceremonies held upon return to their respective states, and the second OCS regiment finishes Aug. 22.

Personnel conducting training and providing training support include ROTC faculty members and newly-commissioned lieutenants from universities nationwide. More than 1,500 Fort Lewis soldiers from I Corps units and mobilized U.S. Army Reserve and Army National Guard soldiers also support the training effort.

Since its inception in 1916, ROTC has provided the Army with more than half a million lieutenants. ROTC graduates, from 272 universities and colleges nationwide, enter the active Army, Army Reserves and National Guard each year as second lieutenants. ROTC programs produce about two thirds of the Army's lieutenants annually. 

# 2003 National Advance regimental training schedule

	APFT	Water Safety	RAC	FLRC	Hand Grenade	Confidence Course	La
1st Regiment	7 June	8 June	9 June	11 June	11 June	12-13 June	14-15 J
2nd Regiment	10 June	11 June	12 June	14 June	14 June	15-16 June	17-18 Ju
3rd Regiment	13 June	14 June	15 June	17 June	17 June	18-19 June	20-21 Ju
4th Regiment	16 June	17 June	18 June	20 June	20 June	21-22 June	23-24 Ju
5th Regiment	19 June	20 June	21 June	23 June	23 June	24-25 June	27-28 Ju
6th Regiment	22 June	23 June	24 June	27 June	27 June	28-29 June	30 Jun 1 July
7th Regiment	25 June	27 June	28 June	30 June	30 June	1-2 July	3-4 Ju
8th Regiment	28 June	29 June	30 June	2 July	2 July	3-4 July	5-6 Jul
9th Regiment	1 July	2 July	3 July	5 July	5 July	6-7 July	8-9 Ju
10th Regiment	4 July	5 July	6 July	8 July	8 July	9-10 July	11-12 J
11th Regiment	7 July	8 July	9 July	11 July	11 July	12-13 July	14-15 J
12th Regiment	10 July	11 July	12 July	14 July	14 July	15-16 July	18-19 J
13th Regiment	13 July	14 July	15 July	18 July	18 July	19-20 July	21-22 J
14th Regiment	16 July	18 July	19 July	21 July	21 July	22-23 July	24-25 Ju
OCS 1st Regiment	NA	NA	3 Aug.	4 Aug.	NA	NA	NA
OCS 2nd Regiment	NA	NA	10 Aug.	11 Aug.	NA	NA	NA



# ed Leadership Camp

	and Navigation	BRM	Fire Support	Automatic Weapons	NBC	ITT	Branch Orientation	SQD STX	PTRL STX	Graduation
une	6-17 June	19 June	19 June	20-21 June	20-21 June	26 June	23-28 June	30 June -2 July	6 July	
une	19-20 June	22 June	22 June	23-24 June	23-24 June	26 June	27 June -1 July	3-5 July	9 July	
une	22-23 June	26 June	26 June	27-28 June	27-28 June	26 June	30 June -4 July	6-8 July	12 July	
une	25+27 June	29 June	29 June	30 June -1 July	30 June -1 July	26 June	3-7 July	9-11 July	15 July	
une	29-30 June	2 July	2 July	3-4 July	3-4 July	26 June	6-10 July	12-15 July	18 July	
ne y	2-3 July	5 July	5 July	6-7 July	6-7 July	26 June	9-13 July	15-17 July	21 July	
ly	5-6 July	8 July	8 July	9 July	9 July	26 June	12-16 July	18-20 July	24 July	
ly	7-8 July	10 July	10 July	11-12 July	11-12 July	17 July	14-19 July	21-23 July	27 July	
ly	10-11 July	13 July	13 July	14-14 July	14-15 July	17 July	18-22 July	24-26 July	30 July	
uly	13-14 July	16 July	16 July	18-19 July	18-19 July	17 July	21-25 July	27-29 July	2 Aug.	
uly	16+18 July	20 July	20 July	21-22 July	21-22 July	17 July	24-28 July	30 July -1 Aug.	5 Aug.	
uly	20-21 July	23 July	23 July	24-25 July	24-25 July	17 July	27-31 July	2-4 Aug.	8 Aug.	
uly	23-24 July	26 July	26 July	27-28 July	27-28 July	17 July	30 July -3 Aug.	5-7Aug.	11 Aug.	
uly	26-27 July	29 July	29 July	30-31 July	30-31 July	17 July	2-6 Aug.	8-10 Aug.	14 Aug.	
	NA	NA	NA	NA	NA	NA	5-8 Aug.	11-13 Aug.	15 Aug.	
	NA	NA	NA	NA	NA	NA	12-15 Aug.	18-20 Aug.	22 Aug.	



Graphic by  
Bob Rosenburgh



# Pounding out the push-ups

## NALC's first big test can be a showstopper

By 2nd Lt. Christy E. Stanley




A 1st Regiment cadet struggles for the next pushup on his way through the Army Physical Fitness Test, an event every cadet must pass to complete the intensive 32 days of training and evaluation at the National Advanced Leadership Camp.

The first major milestone at National Advanced Leadership Camp comes on the morning of Day 3 in the form of the much-anticipated Army Physical Fitness Test. Each cadet is required to take and pass the APFT in order to graduate from NALC, however the importance of physical fitness can be seen in every task at NALC from the confidence course and slide for life to land navigation and the field leadership reaction course.

Waking up the morning of the APFT can be a nerve-racking experience. Whether the goal of a cadet is to pass the test or to break a camp record, the excitement and eagerness to succeed can be felt even on the most rain-soaked Washington mornings. As the squads line up and the first event begins, the silence breaks as the sounds of enthusiastic encouragement fill the air. The cadets focus on each other as they wait their turn, showing pride and support for people they may have met only three days earlier. It's clear that this is more than a test – it is a team building experience that can set the tone for the rest of a squad's time at NALC.

As the focus turns from push-ups to sit-ups, the nervousness begins to wind down. As the cadets observe the highly trained team of cadre who make up the APFT/FLRC committee, fears of harsh standards or un-calibrated evaluation that are rumored

at many schools around the nation subside. Moving on to the 2-Mile Run, smiles begin to emerge even on the coldest mornings. Final words of encouragement are exchanged and in no time, the event has begun. In less than 20 minutes the test is complete. While there will be some retakes, the majority of cadets can now focus on the tasks to come, knowing that, for many, the hardest part is past and even more exciting events have yet to begin. 



One cadet helps another walk off muscle cramps at the end of a 2-Mile Run event, already working together as a team even before the regiment is activated.



A wall of cadets surges forward at the start of the 2-Mile Run. This event, plus Push-ups and Sit-ups in the requisite time limit and quantity, are essential parts of evaluating and qualifying cadets' potential as officers and leaders in the United States Army.

# Korean War was bitter to the end.

Courtesy of the  
U.S. Army Center for Military History.

The final months of the Korean War were characterized by lulls in fighting interspersed with periods of bloody battles as both sides jockeyed for more favorable positions across the rugged terrain. And, when the communist Chinese and North Koreans broke off peace negotiations on Aug. 23, 1952, Gen. Matthew B. Ridgway's United Nations Command (UNC) responded with a limited new offensive.

Gen. James A. Van Fleet sent the U.S. X Corps and the Republic of Korea (ROK) I Corps to gain terrain objectives in east-central Korea, five to seven miles north of Kansas line – among them places that resonate with veterans, such as the Punchbowl, Bloody Ridge, and Heartbreak Ridge. In the west, five UN divisions (the ROK 1st, the 1st British Commonwealth, and the U.S. 1st Cavalry and 3d and 25th Infantry) struck northwest along a forty-mile front to secure a new position beyond the Wyoming line to protect the vital Seoul–Ch'orwon railway.

The U.S. IX Corps followed by driving even farther north to the edge of Kumsong. By the last week of October the UN's objectives had been secured, and on the 25th the armistice talks resumed – now at P'anmunjom, a hamlet six miles east of Kaesong. When the North Koreans and Chinese dropped their demand that the armistice line be the 38th Parallel, the two sides agreed on Nov. 27 that the armistice demarcation line would be the existing line of contact, provided that an armistice agreement was reached in 30 days.

A lull then settled over the battlefield, as fighting tapered off to patrols, small raids, and small unit (but often bitterly fought) struggles for outpost positions. When the 30-day deadline came and went and negotiations stalled over the exchange of prisoners of war, among other issues, both sides tacitly extended their acceptance of the armistice line agreement. The continuing absence of large-scale combat allowed the UNC to make several battlefield adjustments, withdrawing the U.S. 1st Cavalry and 24th Infantry Divisions from Korea between December 1951 and February 1952 and replacing them with the 40th and 45th Infantry Divisions, the first National Guard divisions to serve in the war.

Van Fleet also shifted UN units along the front in the spring of 1952, giving more defensive responsibility to the ROK Army in order to concentrate greater U.S. strength in the west. Meanwhile, the Far East Air Forces intensified a bombing campaign begun in August 1951, supported by U.S. naval fire and carrier-based aircraft. In August 1952 the largest air raid of the war was carried out against P'yongyang, the North Korean capital. Both sides exchanged heavy artillery fire through 1952, and

in June the 45th Division, in response to increased Chinese ground action, engaged in an intense period of fighting with the Chinese, successfully establishing 11 new patrol bases along its front.

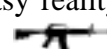
By the beginning of 1953, however, the larger picture was still one of continuing military stalemate, with few changes in the front lines, reflecting the deadlock in the armistice talks that had led the UN delegation to call an indefinite recess in October 1952.

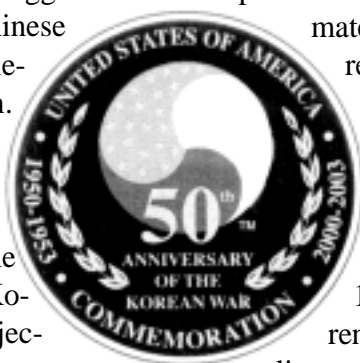
Lt. Gen. Maxwell D. Taylor took command of the 8th Army on Feb. 11, 1953. By March he was faced with renewed enemy attacks against his front-line outposts. Despite the fact that the armistice talks had resumed on April 26, accompanied by a major exchange of sick and wounded UN and enemy prisoners, flare-ups occurred again in late May and on June 10, when three Chinese divisions attacked the ROK II Corps defending the UN forward position just south of Kumsong.

By June 18 the terms of a final armistice agreement were almost settled, but when South Korean President Syngman Rhee unilaterally allowed some 27,000 North Korean prisoners who had expressed a desire to stay in the South to "escape," the final settlement was further delayed. The Chinese seized

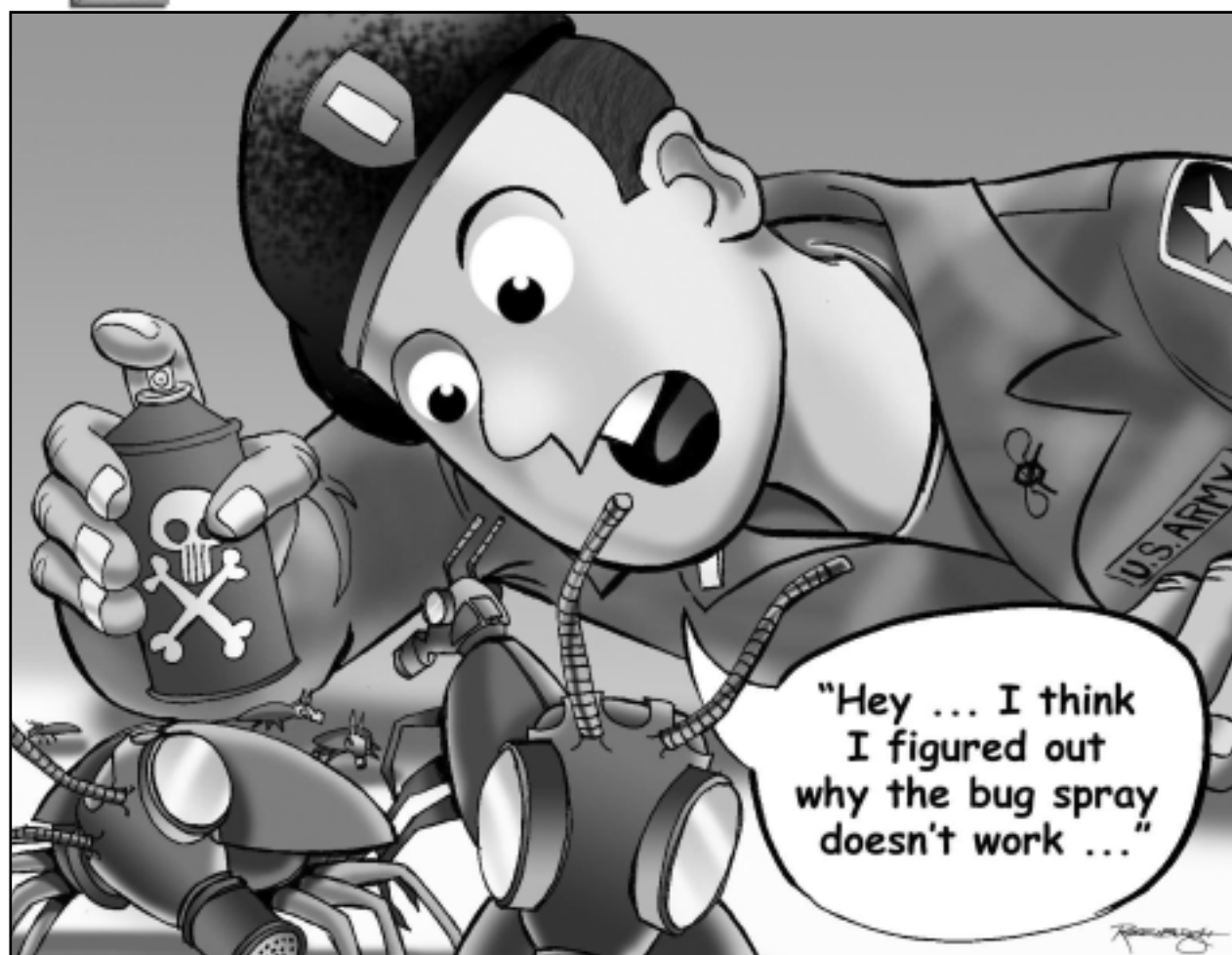
on this delay to begin a new offensive to try to improve their final front line. On July 6 they launched an attack on Pork Chop Hill, a 7th Division outpost, and on the 13th they again attacked the ROK II Corps south of Kumsong (as well as the right flank of the IX Corps), forcing the UN forces to withdraw about eight miles, to below the Kumsong River. By July 20, however, the Eighth Army had retaken the high ground along the river, where it established a new defensive line.

As the UN counterattack was ending, the P'anmunjom negotiators reached an overall agreement on July 19. After settling remaining details, they signed the armistice agreement at 10 o'clock a.m. July 27. All fighting stopped 12 hours later. The cease-fire demarcation line approximated the final front. It ranged from 40 miles above the 38th Parallel on the east coast to 20 miles below the parallel on the west coast. It was slightly more favorable to North Korea than the tentative armistice line of November 1951, but compared to the prewar boundary, it amounted to a North Korean net loss of some 1,500 square miles.

Within three days of signing both sides were required to withdraw two kilometers from the cease-fire line. The resulting demilitarized zone has been an uneasy reality in international relations ever since. 



## 2nd Louie By Bob Rosenburgh



# Cadets make a big splash at NALC

By 2nd Lt. Samantha Schoden

It is a cold, wet day for the cadets of 1st Regiment, not because of the legendary Fort Lewis rain, but because it is Water Safety training day at the 2003 National Advanced Leadership Camp. This is an integral part of a cadets training which tests them physically and mentally through different levels of stress. All cadets, regardless of their swimming expertise, must satisfactorily complete five training objectives. They are the 25-meter swim, deliberate-shove off a high dive, expected-entry 15-meter combat swim, unexpected-entry equipment ditch, and the expedient flotation device.

The cadets arrive with mixed emotions on their faces, ranging from confidence to apprehension. Though some went through this test at their respective schools, it weighs heavily as part of the cadets' confidence evaluation, the platoon's "Leader Stakes" and qualification for the RECONDO badge. Following initial instructions, inexperienced swimmers are identified for safety reasons. There is no time limit to complete the swim test, allowing instructors to monitor these specific cadets.

During the 25-meter swim, wearing battle dress uniform and tennis shoes, the cadets are authorized to swim with the breaststroke or the sidestroke. They can't touch the bottom of the pool, touch the walls for support and must keep their head above the wa-

ter. The cadets then emerge from the pool and make their way to the next objective if they are a "GO." The most challenging is the high dive. Cadets try to calculate the height of where they will be jumping. It does not seem as high, but once they climb up and look down, doubt may set in as they stand at the edge of the board with a rubber M-16 held out at arms length. A cadre member then blindfolds the cadet and says, "go" as they jump off uttering an incoherent yell of courage.

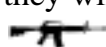
The cadet then makes his or her way over to the unexpected-entry 15-meter combat swim. Each must swim across wearing LCE and carrying a rubber M-16. If the cadet has not had enough of the load bearing equipment they must go to the unexpected-entry equipment ditch. The cadet must stay submerged and "drop" an LCE and rubber M-16 which has been tied together with 550 cords. Feeling tired and cold from the water, the cadets stay motivated since they have only one more obstacle to conquer. The last remaining event is to make flotation devices using the battle dress uniform pants and assisting a buddy.

Then, as quickly as it started, water safety ends. "I was surprised about how quickly everyone could get through the stations," said Cadet Daniel Clinger from Massachusetts Institute of Technology. Water safety training sets the momentum that cadets will need to maintain for success at camp. Sit-



Sgt. 1st Class Gary Ogilvie

**A lifeguard swims nearby to ensure this nervous cadet doesn't get in too deep during one of several Water Safety exercises.**

ting back after completing the training, Cadet Laurence Fullmer from Weber State University said, with a smile of satisfaction on his face, "I love to learn, anyway and anywhere I can." Today, like his fellow cadets, he is well on his way to accomplishing his goals and learning to overcome fear. Water Safety is just one the skills they will need later in their future careers. 

## Signing in is where camp begins.

By 2nd Lt. Tamara Gonzales

The National Advanced Leadership Camp at Fort Lewis, Wash., continues the annual mission of training future officers with a 2003 contingent of 14 regiments and over 5,400 cadets strong. But the process actually begins even before the cadets' arrival at NALC as they prepare the materials necessary for inprocessing. These items include NALC orders, identification card and identification tags. The preparations continue as cadets from across the nation, Puerto Rico, Guam and Hawaii make their way to Fort Lewis by plane, bus or automobile.

They begin their camp experience at Inprocessing, a section of the NALC at Personnel and Administration branch in buildings 9D33 and 9D40. A series of important documents and checks are then conducted at a number of stations to ensure the cadets and their records are in order and ready to proceed with NALC training.

At the first station, they are welcomed with their first camp briefing, then complete their hometown news information sheet and each is given a camp information pamphlet. Cadets are

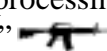


**From one station to the next, a line of newly-arrived cadets go through the gauntlet of paperwork and processing that will lead them to the challenges of 2003 NALC.**

also checked to see if they have recently traveled to SARS-exposed countries and if they have their identification card and tags.

Upon completion of Station-1, cadets march over to Station-2 and get a personnel packet which was sent from their university. Reserve

units provide support there to confirm the cadets' names, social security numbers and dates of birth. Follow-on training and initial return travel are also verified at Station-2. Station-3 consists of verifying and correcting the cadets' group life insurance and DD Form 93, or emergency notification form. At Station-4, cadets can purchase camp T-shirts, while at Station-5, they meet their regimental chaplain and are provided religious materials. At the final station, cadets sign out from the cadet personnel division, receive a 30-minute calling card and, if corrections or new ID tags are needed, ID tags are issued.

Inprocessing personnel take certain steps to help smooth this transition. For example, reservists assigned to the P&A staff are trained by going through the process themselves. Inprocessing personnel also attend regimental rehearsals before cadets arrive at camp. In addition, the Cadet Inprocessing NCOIC, Staff Sgt. Matt Norbeck, supervises the process and is readily available to answer any questions. According Norbeck, "The two key words on inprocessing day are communication and patience." 

2nd Lt. Christy E. Stanley